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SF-50 and/or SF-52 PERSONNEL ACTIONS

(June, July and August 1953)

SE AREA DIVISION

| TYPE ACTION | TOTALS | June | MONTH July | August | AVERAGE |
|-----------------|-----------|-----------|---------------|-----------|-----------|
| TOTAL | <u>76</u> | <u>24</u> | <u>30</u> | <u>22</u> | <u>25</u> |
| Appointment | 8 | 3 | 4 | 1 | 3 |
| Reassignment | 36 | 8 | 18 | 10 | 12 |
| Promotion | 16 | 8 | 4 | 4 | 5 |
| Conversion | 2 | - | - | 2 | 1 |
| Name Change | 2 | - | - | 2 | 1 |
| Resignations | 4 | 2 | 1 | 1 | 1 |
| Maternity Leave | - | - | - | - | - |
| INOP | 5 | 2 | 2 | 1 | 2 |
| <div></div> | | | | | |
| Return to Duty | 1 | 1 | - | - | - |
| Other | - | - | - | - | - |

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Major Records Maintained By Personnel and Training Section, SE

1. Individual Personnel Files - (of Staff Employees) Divided file folders, of the type used in the Personnel Office, containing documents divided into four groups - personnel actions, travel and finance, training and general correspondence.
2. Position Inventory Record - In lieu of a position inventory record of cards such as the widely used OP Form 4b or Standard Form 7, the SE record consists of a typewritten list of T/O slots with incumbents or changes written in as actions occur. Forms OP-4b supplied by the Personnel Office are not used but are being held until such time as the card record can be set up.
3. Alphabetical Locator Card - 3x5 card record indicating name, career designation, grade, date of grade, station, return date, T/O slot number occupied, actions pending, location of incumbent (TDY hq., etc.).
4. Pseudo File - Standard three part system of 3x5 cards.
5. Miscellaneous Reports File - Copies of personnel reports prepared on T/O situations, strength, career service and similar data.

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FUNCTIONS OF SE PERSONNEL AND TRAINING

FUNCTIONS TENTATIVELY RECOGNIZED AS PROPERLY PLACED

IF CENTRALIZED IN

1. Maintenance of current information and status of T/O's and Position Inventory Records (normally Forms OF 4b - in the instance of SE, Presently only a typewritten list).
2. Coordination and review of the Personnel Evaluation Reports.
3. Coordination and review of Contract Agent Check Lists.
4. Servicing and support of Career Service Board Activities by:
 - a. Providing advance information on returning personnel.
 - b. Providing summary information on numbers, grades, dates of grades, location, etc., of personnel by career category.
 - c. Maintaining control and follow-up on the application of training prescribed by Career Service Board Actions.
 - d. Preparation and processing of SF-52 and such other supporting papers as may be required to accomplish personnel actions and maintain current information on status of such actions.
5. Briefing of employees prior to overseas movement. (Supplemental to briefing provided by Central Processing.)
6. Corresponding with elements of the SE Division, headquarters and field, on matters of inquiry, policy interpretation and procedural instruction.
7. Providing routine personnel advice and assistance to SE personnel.

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- e. No actual record of work loads was available in the Section. The following estimate, however, was made by the Chief of the Section as to the apportionment of time of his personnel during a month.

| <u>Type of Work Load</u> | <u>Hours per Month</u> |
|---|------------------------|
| Preparing field sub-allotments | 8 |
| Preparing reports | 21 |
| Ledger postings | 26 |
| Approval of funds | 4 |
| Cables prepared | 16 |
| Cables and dispatches routed through Section for Concurrence | 60 |
| Conferences and meetings | 160 |
| Review of Regulatory Issuances | 4 |
| Agent duty status reports reviewed | 2 |
| Maintenance of Taxi fund | |
| Preparing of travel vouchers | 42 |
| Preparing of travel orders | 21 |
| Preparing Request for Advance | 28 |
| Preparing and Reviewing Claims | 12 |

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| <u>Type of Work Load</u> | <u>Hours per Month</u> |
|--|------------------------|
| Maintenance of Time and Attendance Reports | 20 |
| Distributing pay checks | 12 |
| Making log entries | 5 |
| Review of projects for Administrative Plans | 6 |
| Preparing Reimbursement Vouchers | 44 |
| Maintaining pending file on termination dates of Contracts | None |
| Maintaining a correspondence control on finance matters | 6 |
| Budget preparation | 40 |
| Administrative Review of Field Station Accountings | 12 |
| Total | 572 Hours |

Based on a 22 day month and an eight hour day, three people would produce a total of 528 hours productive labor per month. (3x22x8)

Assuming that an average of twenty days annual leave and thirteen days sick leave was being accrued by each individual in the Section, a total of 312 hours per year or sixty-six hours per month of leave time must be accounted for. $(20 \times 8 \times 3) / (1 \times 22 \times 8) = 12$. This would leave a net of 462 hours (exclusive of leave time) productive labor per month.

4. It should be noted that 160 of the 572 hours accounted for in the preceding paragraph was apportioned to "Conferences and Meetings". This amounts to four full weeks per month of one individual's time. It is difficult to understand why so much time must be devoted to conferences and meetings and is assumed that, in order to devote so much time to the function, the personnel in the

attendance was an individual from the Finance Division who had all the necessary information. It would appear that the financial briefing could be done by the case officer and the representative from the Finance Division. Budget briefing is seldom, if ever, required in these instances. Finance Division states that it will

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Division on the monthly IBM Machine Accounting form. Although attention was called to this in previous reports, the situation is serious enough that it should again be emphasized that unless this problem is resolved either their financial records will be inaccurate or an unnecessary amount of time will have to be expended by personnel assigned to the Area [redacted] [redacted] to carry out the responsibilities placed on them [redacted]. The Comptroller has initiated action to correct this deficiency and has assigned his Technical Accounting Staff to the task.

- J. An analysis of the work load of the Section disclosed that 42 hours per month was being expended by this Division performing the function of preparing travel vouchers. As recommended in previous reports it is suggested that this function be centralized in Central Processing Branch of the CIA Personnel Office.
- K. An estimated twenty-one hours was expended by personnel of the Budget and Fiscal Section on the function of preparing travel orders. It is also believed that the centralization of this function in the Central Processing Branch should substantially reduce the number of people within the Agency performing this function.
1. Certain actions on cables and dispatches to the field pertaining to purely technical finance matters have been assigned to Finance Division [redacted]. These actions are specified as follows:
 - (1) Matters pertaining to change of funds custodianship, loss or shortage of funds, preparation or submission of financial accounts, and inquiries concerning the clarification of fiscal regulations or instructions.
 - (2) Inquiries or information pertaining to status of payroll, allowance, travel, and other financial accounts; and to deposits, advances, per diem, and personal claims.
 - (3) Matters pertaining to leave balances, retirement, tax deductions, designations of insurance and bank allottees or changes thereof.
 - (4) Matters pertaining to deduction for hospitalization, life insurance, and Credit Union.

Although Finance Division is assigned the responsibility for action on these matters, it is necessary for Finance Division to forward all these cables and dispatches to the Area Division Budget

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and Fiscal Officer for coordination and release. This procedure imposes a work load on the section (60 hours per month in case of SE Division) that might conceivably be eliminated. In all cases these are technical matters and apparently do not involve operations yet the Budget and Fiscal Officer must read all of these cables and dispatches on which he takes little or no action. It is believed that in the interest of speed and efficiency, consideration should be given the thought of giving releasing authority on purely technical finance dispatches and cables to Finance Division. Since Finance Division currently has the releasing authority on [] cables, ample precedent has been established to adopt the above suggestion.

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- 25X1 n. The Chief, [] states that ample controls exist within the Division to prevent those documents obligating funds allotted to the Chief of the Division from leaving the Division without proper availability of funds certification.

4. CONCLUSIONS.

- 25X1 a. Organizationally the [] is appropriately located as a Section of the [] of the Division. It is imperative, however, that the Chief of the Administrative Staff is cognizant of the fact that all allotments are made to the Chief of the Area Division and that the primary mission of the [] is to prepare annual budgets, to assure the Chief of the Division that the funds allotted to him will not be over-obligated and Finance activities of an Administrative Staff support nature.
- 25X1 b. It does not appear that the correct emphasis is placed on the various duties being performed by the [] of the SE Division. In the performance of the functions and duties, it should always be borne in mind that all activities in addition to those enumerated in the preceding paragraph are secondary.
- 25X1A c. It should again be stressed that this examiner strongly believes that many inadequacies indicated by this study would have been avoided by an effective inspection program within the Agency. Regulations and assigned functions indicate that the responsibility for conducting this program is that of the Comptroller's office in conjunction with the appropriate elements of the DD/P. Paragraphs 13 a., 13 c., 13 d., and 13 k., of CIA Regulation [] dated 20 March 1953 specify those applicable functions of the Comptroller.
- 25X1 d. Although it is understood that consideration is being given to the assignment of one additional individual to the [] Section of the SE Division, it is believed that the facts presented

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in this study do not apparently warrant the assignment of over three positions to the Section at the present time and further that after acceptance and installation of recommendations (8) and (9) below, the Section can effectively discharge its primary mission with a T/O of two.

5. RECOMMENDATIONS.

a. It is recommended that:

- (1) Instructions be given the various elements of CIA relative to procedures, types of records to be maintained and general explanations regarding the difference between an allotment control procedure and a property authorization control procedure of O6 and O9 funds. This situation again demonstrates the need for centralized training on Budget and Fiscal matters and it is again desired to call attention to the following recommendation made in a memorandum from this examiner to the Comptroller dated 29 July 1954:

"The Comptroller should request the Director of Training to establish a short concise course of instruction for the Budget and Finance Officers of the various elements of CIA and request all allottees to make their Budget and Finance Officers available for such instruction. The Comptroller's office in conjunction with the Director of Training should design the course and the types of forms to be used. This will have the effect of eventually standardizing within all elements of CIA the accounting systems and forms approved by the Comptroller."

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- (7) All transportation charges exclusive of those necessary for the movement of personal effects be charged against one allotment.
- (8) The preparation of travel vouchers for staff employees of all elements of CIA be centralized in the Central Processing Branch of the Personnel Office, CIA.
- (9) The functions of preparing travel orders be withdrawn from all Area Divisions and Staff elements of the DD/P and assigned to the Central Processing Branch. This centralization would reduce not only the number of amendments to travel orders now being prepared and thereby reduce the number of personnel necessary to perform this function but also the number of electric typewriters now needed in the DD/P element.
- (10) Until such time as recommendation (9) above be adopted and installed, those Division elements responsible for initiating a request for travel orders be instructed to be as exact and specific as possible in their initial request and thereby decrease the number of travel order amendments.
- (11) Releasing authority on dispatches and cables to the field pertaining to purely technical finance matters as specified [redacted] dated 4 June 1953 be delegated to Chief of Finance Division.
- (12) The Comptroller's office in conjunction with the appropriate element of the DD/P institute a more effective inspection and audit program whereby all Area Division [redacted] [redacted] will be periodically inspected and audited.
- (13) The elements of the DD/P and Office of the Comptroller place more emphasis on its attempt to work out a uniform method of identifying obligations and expenditures.

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Functions of

1. Prepare all division budget estimates and requests for budget allotments. Prepare allocations for all projects and sub-allotments to field stations.
2. Perform a continuous review of Budget estimates and expenditures to ensure compliance with Agency standards and regulations, conferring with the operating Branches and Field Stations as necessary.
3. Prepare all vouchers, advances and accountings for travel and per diem of all Division personnel. The accountings sometimes involve lengthy TDY trips to the Field involving changes in Per Diem and foreign currency applicable to the various countries visited.
4. Prepare all Division travel orders for travel by staff employees and staff agents in U. S. and to and from field stations. Coordinate all foreign travel with foreign areas to be visited.
5. Prepare and submit all division reimbursement vouchers for all of the various types of expenditures made by staff employees and agents. Prepare and submit requests for advances of funds.
6. Perform administrative review of all field station accountings.
7. Prepare communications as necessary to field stations regarding Budgetary and Fiscal matters.
8. Prepare duty status reports for Headquarters controlled agent personnel in field.

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10. Maintain all Division files and records on budget and fiscal matters.
 11. Maintain allotment and expenditure control ledgers and records.
 12. Prepare all time and attendance reports for Headquarters personnel. Pick up and delivery of all payroll checks, vouchered and unvouchered, to headquarters personnel.

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13. Maintain record of all leave and overtime performed by Headquarters personnel and prepare bi-weekly Division report.
14. Review financial data on all projects submitted for approval or renewal and make necessary recommendations in connection therewith.
15. Record financial data as approved on all projects.
16. Review all proposed new regulations covering financial and budgetary matters submitted to Division for approval and/or comment.
17. Maintain Division tax fund and accountings in connection therewith.
18. Reviewing accounting postings and taking action when necessary to correct erroneous charges and postings.
19. Coordinate all dispatches and cables to SE field stations pertaining to fiscal and budgetary which are prepared by Finance Division or other offices.
20. Maintain suspense file covering dispatches and cables on financial budgetary, insurance and credit union matters forwarding to Finance or other offices for action.
21. Analyze statements of advances to SE personnel and take action to correct errors.
22. Prepare requests for approval of overtime for Division.
23. Prepare requests for Special, Representation, Equalization, extended Per Diem, and other hardship allowances.
24. Prepare actions to write off unliquidated and uncollectable advances.
25. Maintain pseudo and true name records of all SE personnel, both at Headquarters and in field.
26. Prepare monthly obligation reports for all Division allotments.
27. Review of projects for determination whether Administrative plan is required and assisting case officer in the preparation of such plans.
28. Occasional trips outside of Washington in connection with operational accountings and financial matters.
29. Maintain travel order log of travel orders issued for SE personnel.
30. Maintain card file records of advances issued and accountings received of all Division personnel in U. S.

31. Compute, complete and approve travel vouchers forwarded from field stations.
32. Approve travel advances, requests for payment, accountings, and reimbursement vouchers in absence of Chief of Administration.
33. Receive all Division incoming dispatches and cables covering financial and budgetary matters, and either taking the action required therewith or forwarding to appropriate office for action.
34. Furnishing to Finance Division and approving of charges to SE allotments principally with respect to expenses incurred for SE operations in other areas.
35. Perform such other duties as directed by the Chief of Administration and Logistics or Division Chief.

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MEMORANDUM FOR RECORD

DATE: 25 August 1953

SUBJECT: Accounting for Funds Allotted to Area Divisions and to Logistics Office for Equipment and Supplies (Objectional and Administrative).

1. During the course of the OAM Service Survey of Administrative Functions within the DO/P Complex, question was raised by [redacted] (OAM Service Management Analyst) relative to the manner in which Logistics Office will account for "08" and "09" money during the FY 1954. It has been [redacted] concept that the Logistics Office will maintain sub-allotment ledgers by authorized project and through this media control "08" and "09" money on a project basis. This concept has been based largely upon an Agency directive which specifies that the "allottee" of funds will establish and maintain such accounting as necessary to properly obligate and control funds allotted.

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2. An examination of documents which have been written relative to the above subject indicates that there is room for confusion with regard to the organizational element within the Agency responsible to account for and control project allotment funds. This confusion seems to emanate from conflicting interpretations of the definition of the term "allottee". In one portion of the documents examined, it would appear that the Logistics Office clearly is the "allottee" for "08" and "09" funds within the Agency and that, as such, is responsible for maintenance of detailed accountability (i.e. by project) for all such funds allotted. In another portion of documents examined, however, the "allottee" is specifically designated as the area division or staff office initially budgeting for all such funds, with regard to the element responsible for accountability and control on a project and program basis.

3. Discussion with [redacted] Supply Division, Logistics Office clarified this problem area to the undersigned considerably and, if correct, is felt to be a very reasonable explanation of the manner in which such funds will be controlled. [redacted] interpretation of existing documents on this subject is that area divisions will maintain one type of accounting (specified in directives) for all funds allotted directly to them (e.g. "01", "02", "03") and another accounting system (using another form) for funds allotted to the Logistics Office in bulk sum for procurement of administrative and operational supplies and equipment. Under this procedure, the only funds control that will be maintained by the Logistics Office is that necessary to assure that the bulk sum allotted to Logistics Office for "08" and "09" purposes is not over-obligated. Further, under such procedure the area divisions will continue to be

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responsible for maintaining sub-allotment accounts for programs and projects, and for controlling all expenditures for each project.

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